

Local Health Personnel Branch

WHAT DO PEOPLE WANT FROM THEIR JOBS?

Morale is defined as the state of the relationship between an individual and an organization. Management's ability to create and develop positive morale is the most effective way to recruit, retain, and motivate a high-performance work force.

A Gallup poll of 2 million workers at 700 companies cited that the length of an employee's stay in an organization is largely determined by their relationship with their immediate supervisor. The responsibility of management is to maintain a work environment that acknowledges the need to stimulate positive morale. A quote from Sharon Jordan-Evans, Co-author of "Love 'Em or Lose 'Em," states "People don't quit companies. They quit their bosses."

The first step in achieving a positive morale is knowing, "What do People Want from Their Jobs." Below is a list of factors ranked by employees in a survey reported in "Foremen Facts, Labor Relations Institute of New York", updated in 1988, "Achievers International" (Valerie Wilson).

- 1) Full appreciation for work done
 - 2) Feeling of being "in" on things
 - 3) Sympathetic understanding of personal problems
 - 4) Job security
 - 5) Good wages
 - 6) Interesting work
 - 7) Promotion and growth in organization
 - 8) Management loyalty to workers
 - 9) Good working conditions
 - 10) Tactful discipline
- (Ranking 1-10 with 1 being the highest)

It is important to consider all 10 factors when a supervisor or manager evaluates the job they are doing to create and develop morale. Develop a plan to address these factors that includes open communication, job appreciation, team building activities, work life balance, feedback, and recognition. Search and recognize "What Your People Want from Their Jobs."

